



INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
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July 29, 2003

MEMORANDUM FOR CIVILIAN AND MILITARY PERSONNEL EMPLOYED  
BY AND ASSIGNED TO THE OFFICE OF THE INSPECTOR  
GENERAL OF THE DEPARTMENT OF DEFENSE

SUBJECT: Robust Leadership Development and Succession Planning

- References:
- (a) Inspector General Act of 1978, as amended
  - (b) Federal Vacancies Reform Act of 1998
  - (c) Inspector General Policy Memo of February 10, 2003, "Inspector General Act Implementation and Office of Inspector General Policy Guidance"
  - (d) Inspector General Policy Memo of May 2, 2003, "Designation of Deputy Inspectors General for Auditing, Investigations, Inspections and Policy, and Intelligence"
  - (e) DoD Directive 3020.26 of May 26, 1995, "Continuity of Operations (COOP) Policy and Planning"

Purpose: To provide policy guidance on robust Leadership Development and Succession Planning for the Office of Inspector General (OIG), to include structural incentives for improved continuity of mission-essential functions of the OIG consistent with References (a) and (b), as implemented by References (c)-(e).

Statutory Duty and Regulatory Responsibilities: Section 6(a)(7) of Reference (a) authorizes the Inspector General, "to select, appoint, and employ such officers and employees as may be necessary for carrying out the functions, powers, and duties of the Office," with specified statutory restrictions. Section 4.1 of Reference (e) requires that all "DoD Components shall plan for and take actions to ensure that mission-essential functions shall continue effectively and without interruption."

Policy Guidance: It is the policy of the Office of Inspector General to carry out the letter and the spirit of the Inspector General's "functions, powers, and duties" under Reference (a) "without interruption." In order more effectively to carry out the requirement of References (b), (d), and (e), that each Deputy Inspector General (DIG) be qualified and prepared, in the event of unavailability of the Senate-confirmed Inspector General, to serve as acting Inspector General, the following OIG structural requirements are hereby established:

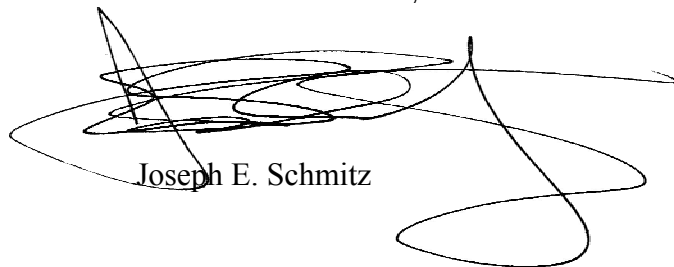
- (a) each DIG shall identify organizational positions for and designate one or more "Assistant Inspectors General" (AIGs), the most important positional requirement being that the respective DIG have full faith and confidence that any designated

AIG be qualified and prepared, in the event of the unavailability of the DIG, to serve as acting DIG;

- (b) in order to incentivize cross-directorate and inter-agency assignments that promote the breadth of experience conducive to achieving the aforementioned full faith and confidence, a desired goal for AIG designation will be service in an assigned professional capacity (either via formal detail or transfer) outside of the Office of Deputy Inspector General to which the AIG is assigned (this requirement can be met by senior level experience in other organizations, gained prior to assignment to the DoD IG, and does not preclude the assignment of otherwise qualified individuals into AIG positions in an acting capacity); and
- (c) only designated and appointed AIGs will be afforded the courtesies and privileges identified in the DoD Table of Precedence for "Assistant Inspectors General."
- (d) SES positions not designated as Assistant IG typically will be designated as "Director" of their respective component; the Director title can be upgraded to Assistant IG (or Acting Assistant IG) when the Deputy IG determines, with IG concurrence, that the incumbent is qualified to serve, should the need arise, as Deputy IG, and that the change is in the best interest of the organization.

The development and implementation of a robust cross-directorate and inter-agency Leadership Development and Succession Plan will be part of the OIG Strategic Plan; each DIG and the Chief of Staff will infuse aspirational standards and both qualitative and quantitative metrics, for achieving this part of the Strategic Plan into their respective performance standards, as well as into the position requirements for each AIG.

Effective Date: This Policy Memorandum is effective immediately.



Joseph E. Schmitz